

Knowledge, Innovation and Entrepreneurial Systems Track

Innovation in Organizations: Learning, Unlearning, and Intentional Forgetting

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Abstract

We welcome you to the 54th Hawaii International Conference on System Sciences (HICSS-54) conference. This is the fifth year for the Organizational Learning Minitrack which has had the usual growing pains: two years ago, we added the topic of Unlearning and joined with the Intentional Forgetting Minitrack - as these topics are all organizationally-based knowledge management issues. We proudly bring you the latest research focused on the methods to develop and maintain organizational learning within the Knowledge Innovation and Entrepreneurial Systems Track.

The ability to update, change and use current knowledge effectively, especially in light of the ongoing knowledge explosion, can be costly for any organization. Organizations that consider themselves “learning” or “knowledge-based” organizations must develop a competent workforce using KM strategies. Success in organizations involves developing a variety of human factors for changing competencies. With technological change, modification and revisions, many skills require updating for a competitive advantage in the marketplace.

The focus on new techniques and insights into how individuals and organizations use their knowledge is our focus for the improvement of organizational learning in this Minitrack.

1. Introduction

Learning Organizations and Knowledge Organizations need to focus strategically to develop

organizational potential. There is a gap between current learning within organizations and their ability to create, acquire, transfer, and manage knowledge to remain competitive. The workers within these organizations also need to develop themselves through the acquisition of specialized skills for the work of the future.

The ability or lack of the ability to modify and use knowledge effectively, within the climate of continual change due to knowledge explosion, can be costly for today's organizations. Organizations that consider themselves “learning” or “knowledge-based” want to create specific knowledge frameworks intra-organizationally and inter-organizationally to implement technology, streamline processes, maximize outcomes, and improve their business market share.

Organizational learning involves the processes of creating, transferring, modifying and retaining knowledge over time. These learning processes may occur at the individual, group or organizational levels and involve developing and implementing essential functions within the organization. This mini-track examines research into these organizations and their workers to understand the how to use learning, knowledge management, and behavioral strategies for success.

Innovation in learning organizations involves all the processes of creating, transferring, modifying, and retaining knowledge over time. These updating processes may occur at the individual, group, or organizational levels. This minitrack is devoted to and involves topics that would benefit the essential functions of organizations that use all types of

knowledge. The focus will examine current research of organizations and the knowledge workers within to understand the how to select, and update current learning, knowledge, and behavioral strategies for competency maintenance, and competitive advantage.

There is a gap in the knowledge between the current learning of organizations and their ability to use important knowledge management processes to create organizational success. Effective knowledge management strategies are needed to strengthen these organizations and can benefit from well-directed research in these areas.

This mini track highlights the role of knowledge in organizations and individuals. Factors affecting the success of these knowledge and learning organizations include, organizational cultural considerations in knowledge management, trust factors and human social interactions, communication strategies that promote learning and knowledge transfer, and knowledge change in organizations. In addition, submissions dedicated to the nature of leadership in knowledge and learning focused organizations are welcome.

2. Satu Iho, and Stéphanie Missonier

Our presenters are Satu Iho, and Stéphanie Missonier. Their paper, titled, Conceptualizing Knowledge in Digital Innovation Labs examines the types of knowledge involved in IT exploration and exploitation. The authors ask the question, how can individuals manage different types of knowledge?

Knowledge and learning are seen as fundamental building blocks for an organization's digital innovation capability. Organizational units referred to as digital innovation labs (DILs) which are dedicated to IT exploration, whilst the existing organization and IT function remain dedicated to IT exploitation. Using previous research where individuals transferred between a digital innovation lab (DIL) and the existing organization, the authors conceptualized six types of knowledge and relate them to the behaviors of learning, applying knowledge and intentional forgetting. DIL set-up is of vital importance.

Two vignettes and empirical data were used to explain the how different types of knowledge can be managed. The conceptualization presented may raise awareness of potential knowledge-related challenges associated with DILs, and provide opportunities for innovation. The insights learned might provide information on how management of knowledge and innovation in an organization could be developed. From this, improved methods of learning using a (DIL) and the existing organization DIL set-up is occurring. learning, applying and intentional forgetting where DIL set-up is useful when IT exploration and exploitation is needed, It can be managed through

individuals transfer between a digital innovation lab (DIL) and the existing organization. This highly individualized process of personal and organizational self-renewal using certain types of knowledge can be constructed in and organization to develop competent practioners and high-performance teams.

3. Conclusion

First, I wish to thank my Co- Chair, Christof Thim, who was willing to assist in the development of our Minitracks for HICSS 54. I also want to thank our presenters for their research efforts. Their willingness to share their study results helps to develop this unique minitrack and contribute to the ongoing development of organizational and knowledge focused issues.

I personally welcome each of the attendees and thank them for great discussions during another year of learning and professional development at HICSS-54. I look forward seeing new and ongoing research in the field of Organizational Learning. Please feel free to connect with me so I may assist you in developing a submission for next year.

I hope our HICSS community authors attending the conference will consider contributing to our mini-track, *Innovation in Organizations: Learning, Unlearning, and Intentional Forgetting, next year at HICSS-55.*

4. Chair

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